Project Management Overview
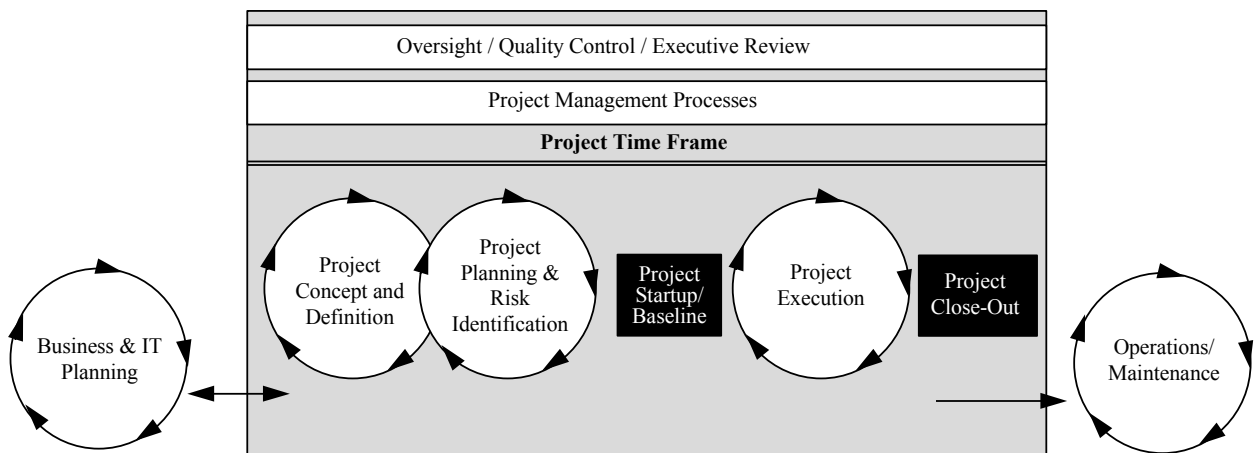
Concept

What is Project Management Methodology?

The objective of the project management methodology is to provide a standard method and guidelines to ensure that information technology projects are conducted in a disciplined, well-managed, and consistent manner that promotes the delivery of quality products and results in projects that are completed on time and within budget. The methodology and how it fits in the overall project life-cycle methodology is conceptually shown in the figure below.

Project Management Methodology

Oversight / Quality Control / Executive Review

Project Management Processes

Project Time Frame

Business & IT Planning

Project Concept and Definition

Project Planning & Risk Identification

Project Startup/ Baseline

Project Execution

Project Close-Out

Operations/ Maintenance

Project Management is an Iterative Process

As the figure shows, project management is an iterative process. It is not a lock-step sequence of activities. In some instances, phases overlap, such as concept definition and planning, where delineation can be difficult to distinguish.

Other activities, such as oversight, quality control, and executive review are ongoing and affect each and every cycle of the project.
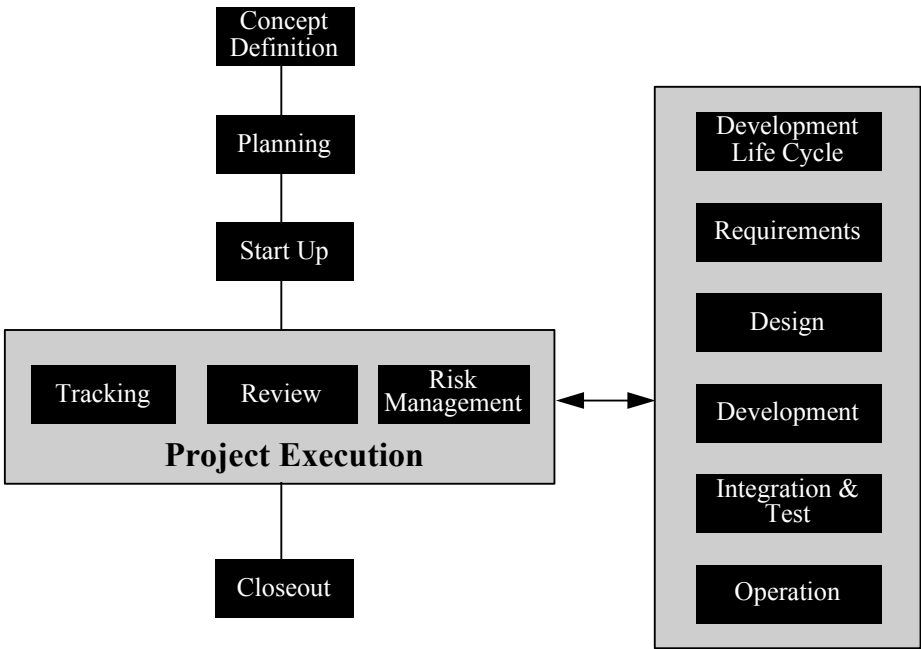
This methodology represents the coordinating mechanism for California state organizations. The methodology addresses the management of the project, not the generic life cycle of a project development effort.

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Initial Release	**1.0**
Date:	**January 1997**

Relationship of Project Management Methodology to the Development Life Cycle

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Concept
Definition
   |
Planning
   |
Start Up
   |
┌─────────────────────────────────────┐          ┌──────────────────────┐
│  ┌──────────┐ ┌────────┐ ┌─────────┐│          │  Development         │
│  │ Tracking │ │ Review │ │  Risk   ││          │  Life Cycle          │
│  │          │ │        │ │Management││         │                      │
│  └──────────┘ └────────┘ └─────────┘│ ◄──────► │  Requirements        │
│          Project Execution          │          │                      │
└─────────────────────────────────────┘          │  Design              │
   |                                              │                      │
Closeout                                          │  Development         │
                                                  │                      │
                                                  │  Integration &       │
                                                  │  Test                │
                                                  │                      │
                                                  │  Operation           │
                                                  └──────────────────────┘
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The Relationship of Project Management to the Development Life Cycle

As illustrated above, the development life cycle occurs within the project execution portion of the project. The project management and associated activities are independent of the specific development methodology selected.

The model is not intended as a specific development life cycle model (such as a waterfall or spiral development). Instead, it is a generic methodology for project management that accommodates various development approaches and a variety of detailed execution procedures that are defined by individual state organizations.

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Concept

Applicability of the Methodology

The project management methodology has a general applicability to the management of all information technology projects in the State of California. The degree to which state organizations should apply the methodology is based on the magnitude of the project and the project risks. This methodology identifies responsibilities and activities that are assigned and performed on information technology projects.

The methodology serves as a guideline for managing information technology projects for the State of California. It is to be used in conjunction with the state organization's detailed procedures for managing projects.

Tailoring of the Methodology

The methodology design is adaptable to meet the unique requirements of the wide variety of information technology projects conducted by the State of California.

The flexibility of the methodology and associated processes acknowledge that large, complex projects require a more rigorous application of management processes than small, well-defined projects with readily achievable goals.

The project manager assesses the project characteristics and determines how to tailor the methodology and what project management processes are required. This tailoring is then reflected in the Project Plan.

There is No Step-by-Step Recipe Book to Direct Project Activities

None of the material presented here is **intended** to be a step-by-step recipe or cookbook for managing a project. Project management itself contains far too many variables and specifics to successfully accomplish this on a statewide level.

Implementation Procedures

The methodology is the foundation for building and identifying the types of procedures needed. Depending upon the basic processes that a state organization currently has in place to support project management, some changes may be required to successfully implement the methodology. However, most of the material are guidelines, and state organizations are encouraged to tailor and add to the processes to best suit their business environment.

Project Management Overview

Continual Improvements

A methodology should not become stagnant or obsolete. Processes should be established to improve the methodology over time. Process improvement is a cyclical process that requires mechanisms to continually evaluate and refine improvements until a process is fully optimized for the organization.

> *It is incumbent upon agencies to provide continual input on ways to improve project management*

The state organizations and their project staffs have the following responsibilities:

- To provide continual input for improvement of the policies and the methodology.
- To identify areas that require additional work.
- To ensure that project management policies are implemented within their organizations.